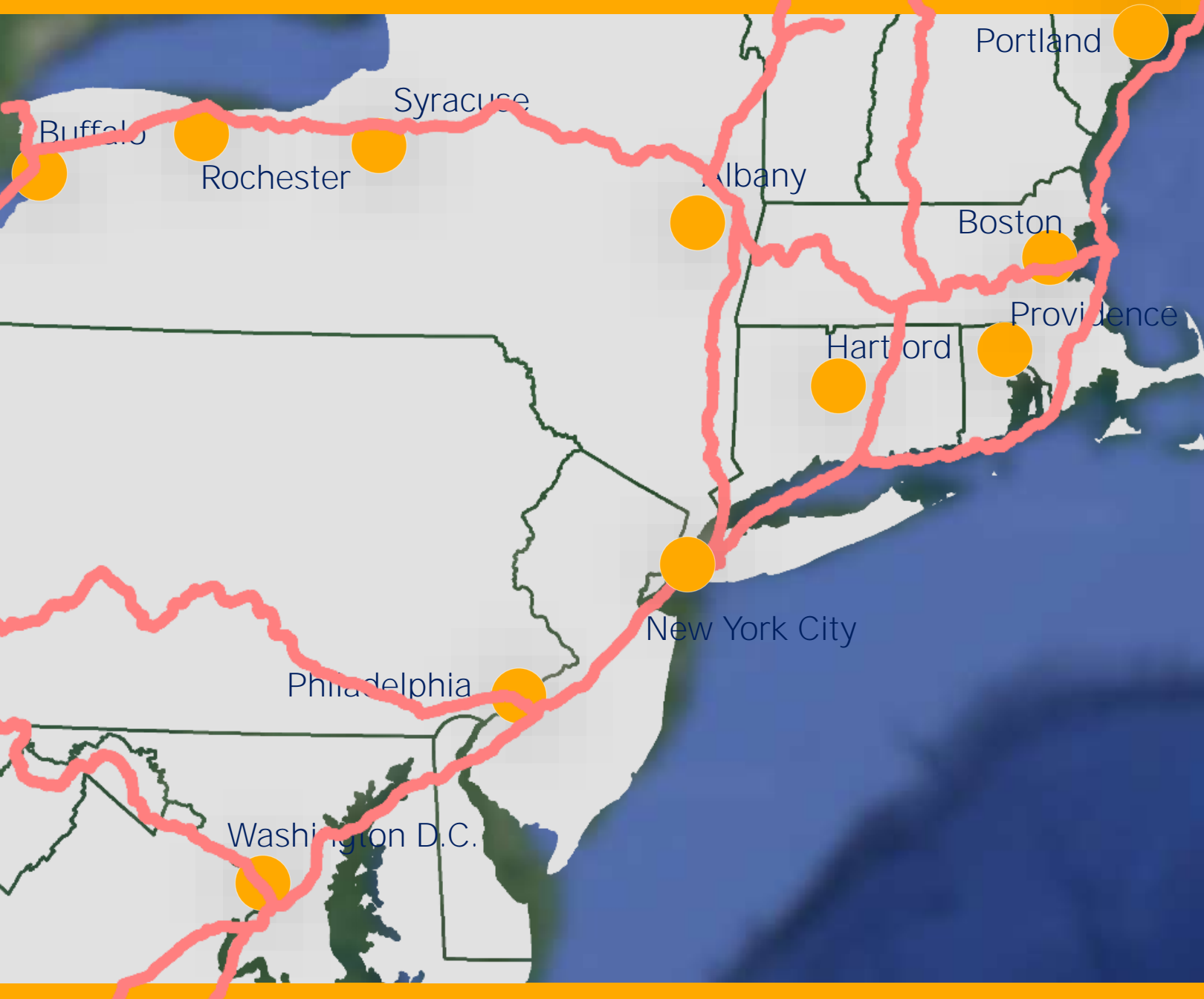


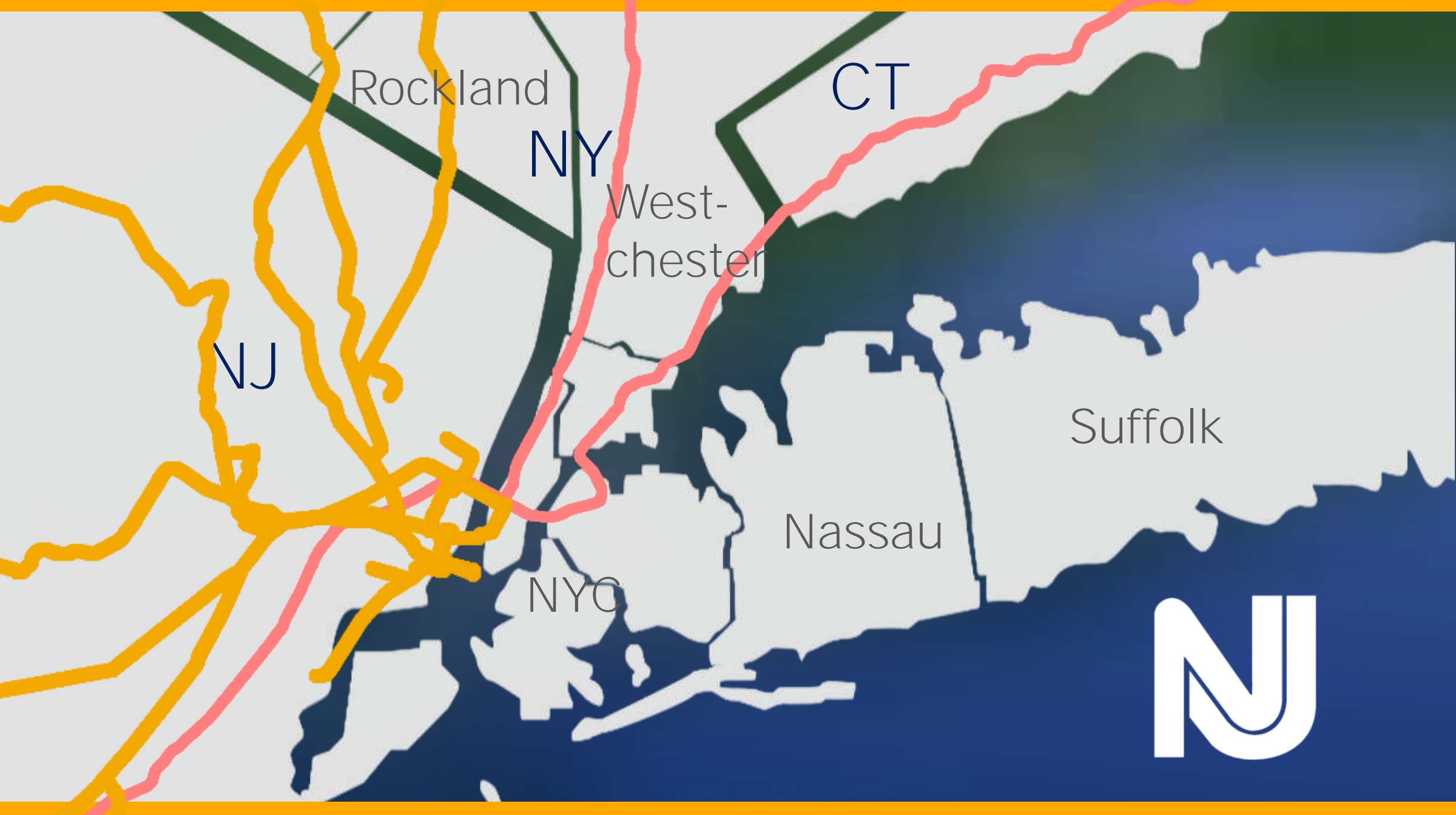




THE

Northeast Region's Transit System...





Rockland

NY

CT

West-
chester

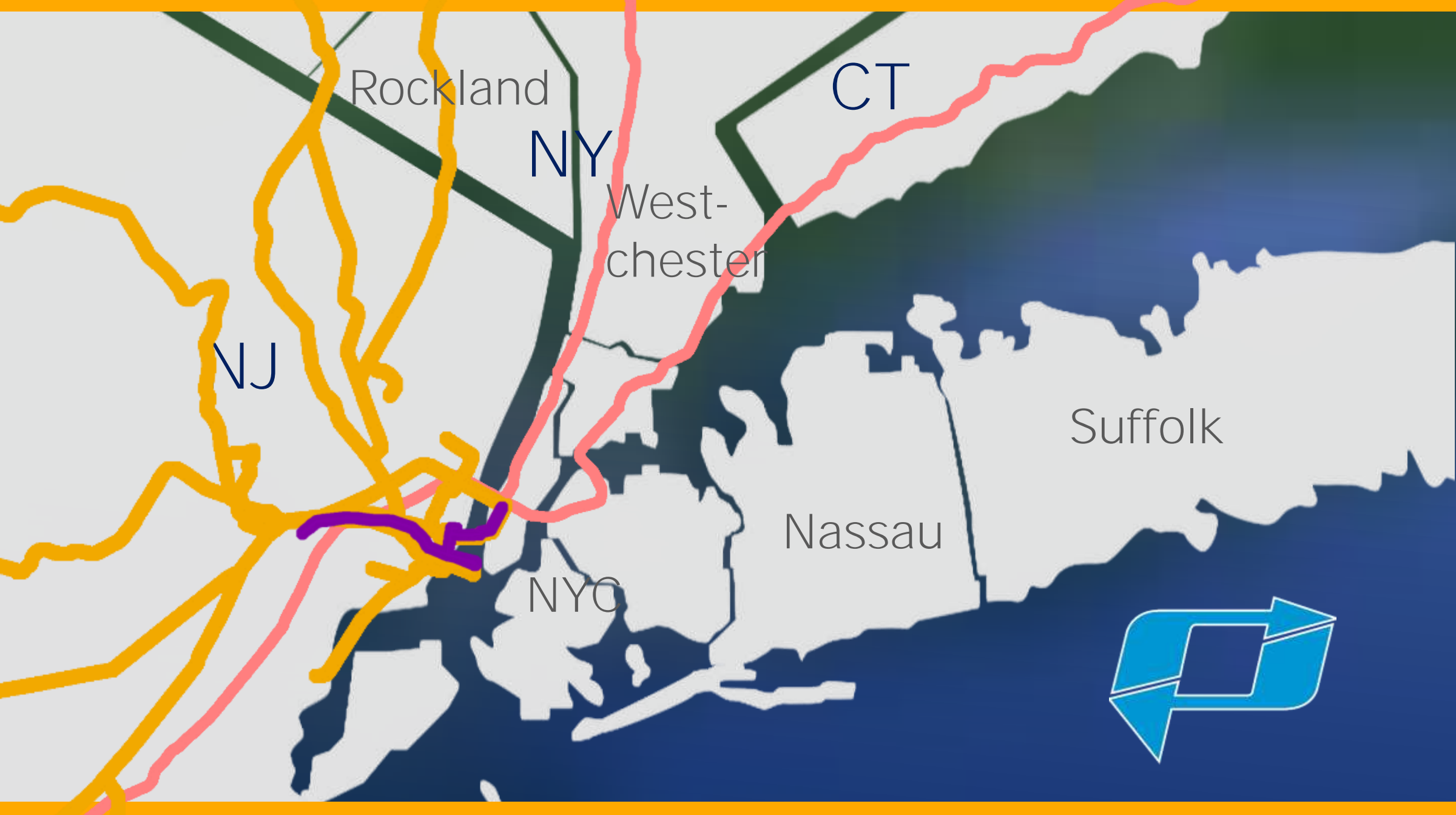
NJ

Suffolk

Nassau

NYC

N



Rockland

CT

NY

West-
chester

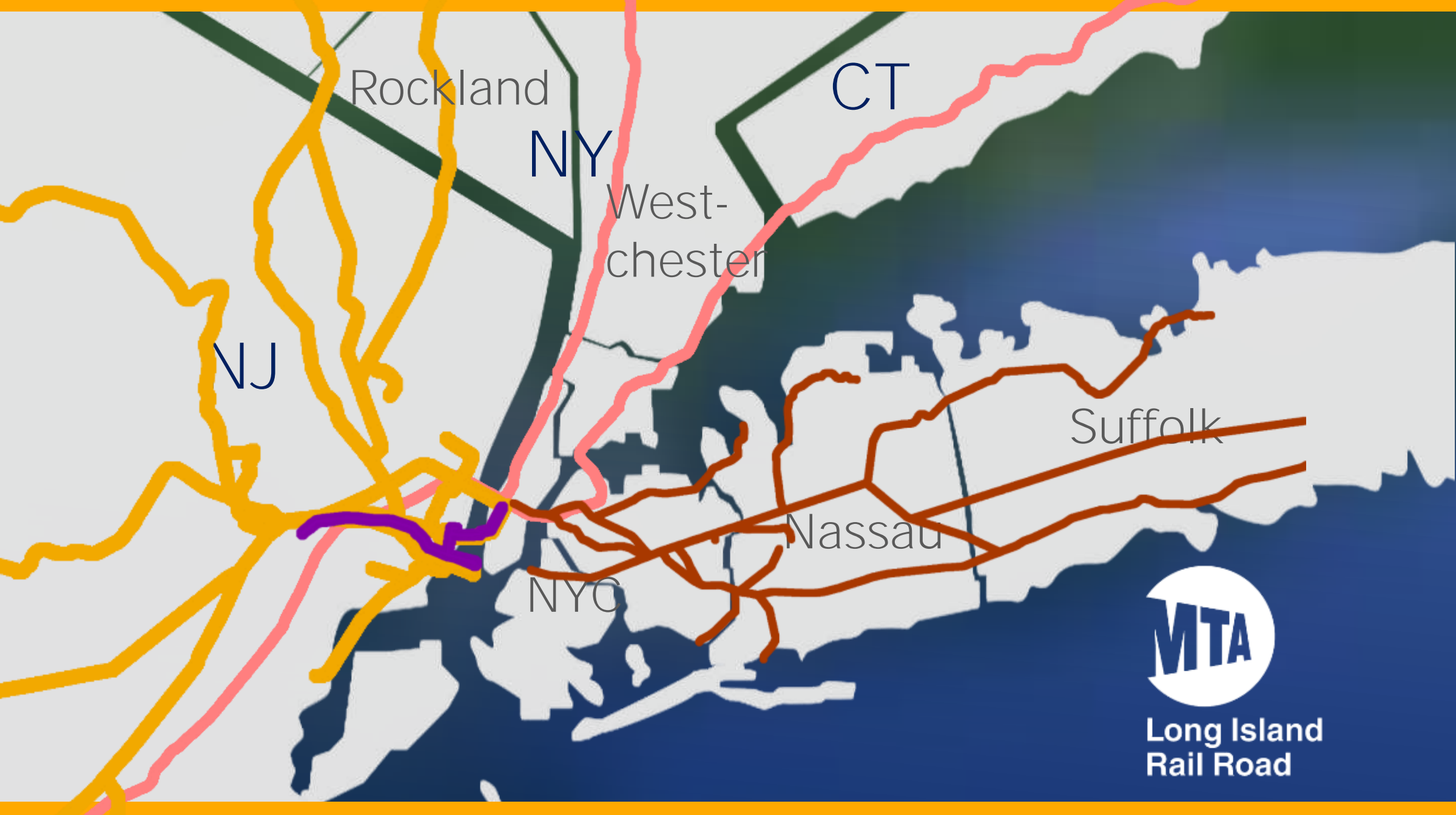
NJ

Suffolk

Nassau

NYC





Rockland

CT

NY

West-
chester

NJ

Suffolk

Nassau

NYC



Long Island
Rail Road



Rockland

NY

CT

West-
chester

NJ

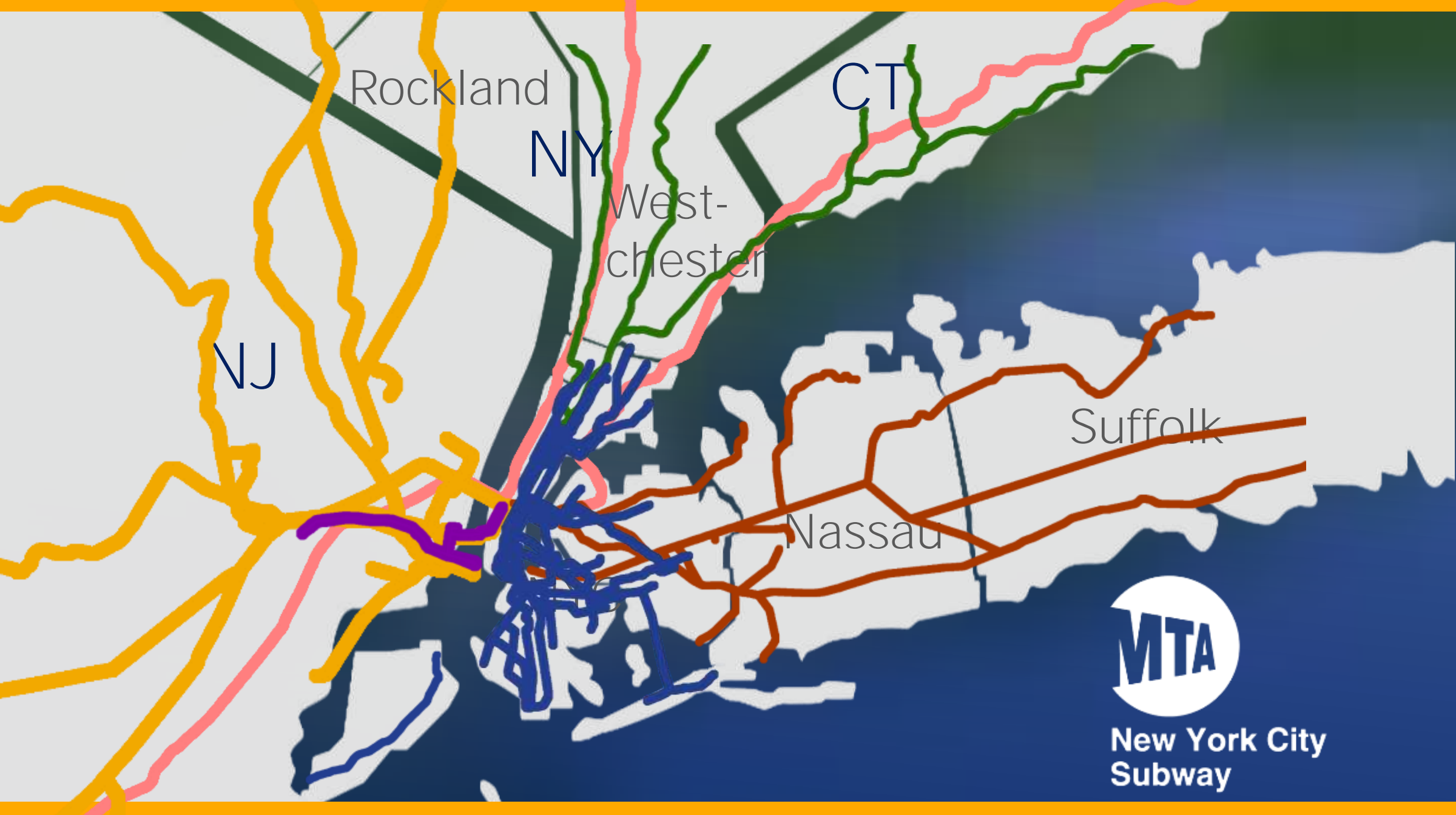
Suffolk

Nassau

NYC



**Metro-North
Railroad**



Rockland

NY

CT

West-
chester

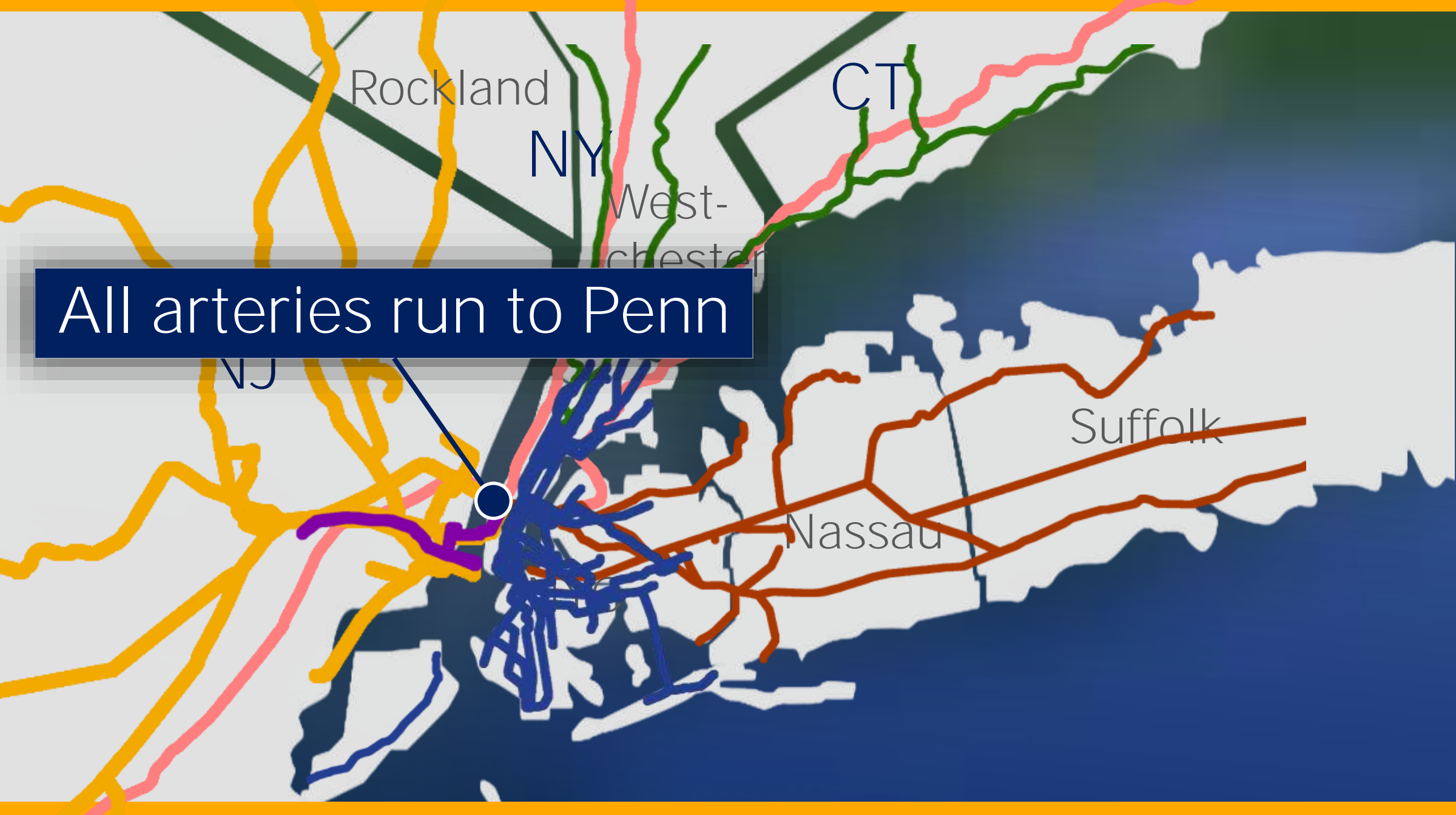
NJ

Suffolk

Nassau



New York City
Subway



All arteries run to Penn

A stylized map of the New York City area and surrounding regions. The map features various colored lines representing transit routes: yellow for the outer Long Island Rail Road lines, green for the Metro-North Railroad lines, blue for the New York City Subway system, and orange for the commuter rail lines. State boundaries are indicated by thick lines: dark green for New York (NY), light green for Connecticut (CT), and brown for Massachusetts (MA). Labels for 'Rockland NY', 'Westchester', 'CT', 'Suffolk', and 'Nassau' are present. A blue heart icon with the text 'PENN' inside is located in the center, representing Penn Station. A dark blue rectangular box with white text is overlaid on the map, pointing to the heart icon.

Penn Station is the
heart of these systems

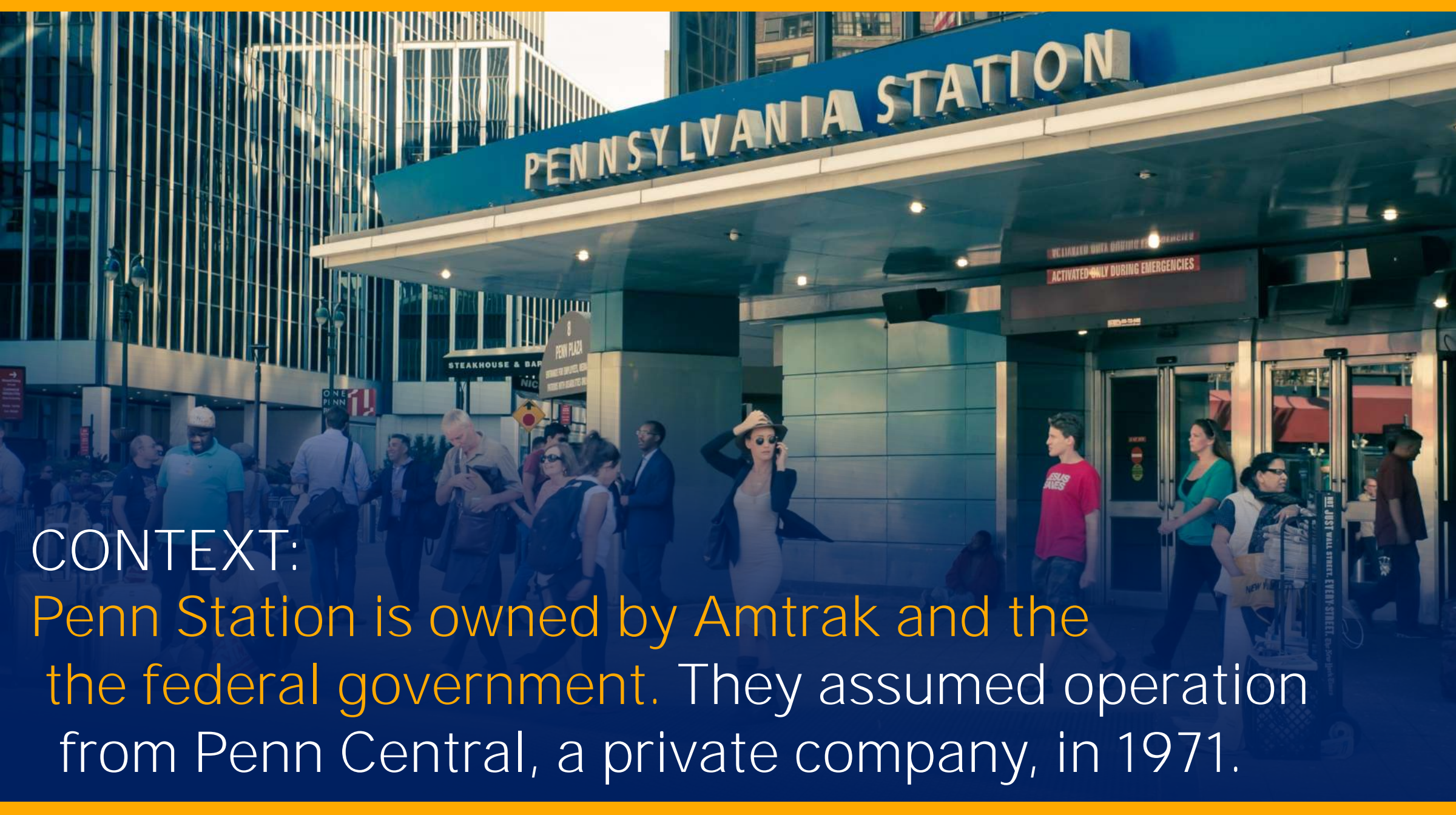
PENN



Penn Station's problems
affect the entire region...



And the NJ Transit, PATH and MTA LIRR
and subway are already stretched to their limits.



CONTEXT:

Penn Station is owned by Amtrak and the the federal government. They assumed operation from Penn Central, a private company, in 1971.



The Long Island Rail Road and NJ Transit lease concourses from Penn and pay \$150 million annually.

OVERHEAD VIEW: PENN STATION

← TO NJ / WESTSIDE RAIL YARD

TO QUEENS / LONG ISLAND →

Of the 11 platforms:

- 3 are exclusively for the LIRR
- 2 are for NJ Transit
- 4 are shared by Amtrak and NJ Transit
- 2 are shared by all three operators

PLATFORM 11

PLATFORM 10

PLATFORM 9

PLATFORM 8

PLATFORM 7

PLATFORM 6

PLATFORM 5

PLATFORM 4

PLATFORM 3

PLATFORM 2

PLATFORM 1

LIRR



LIRR



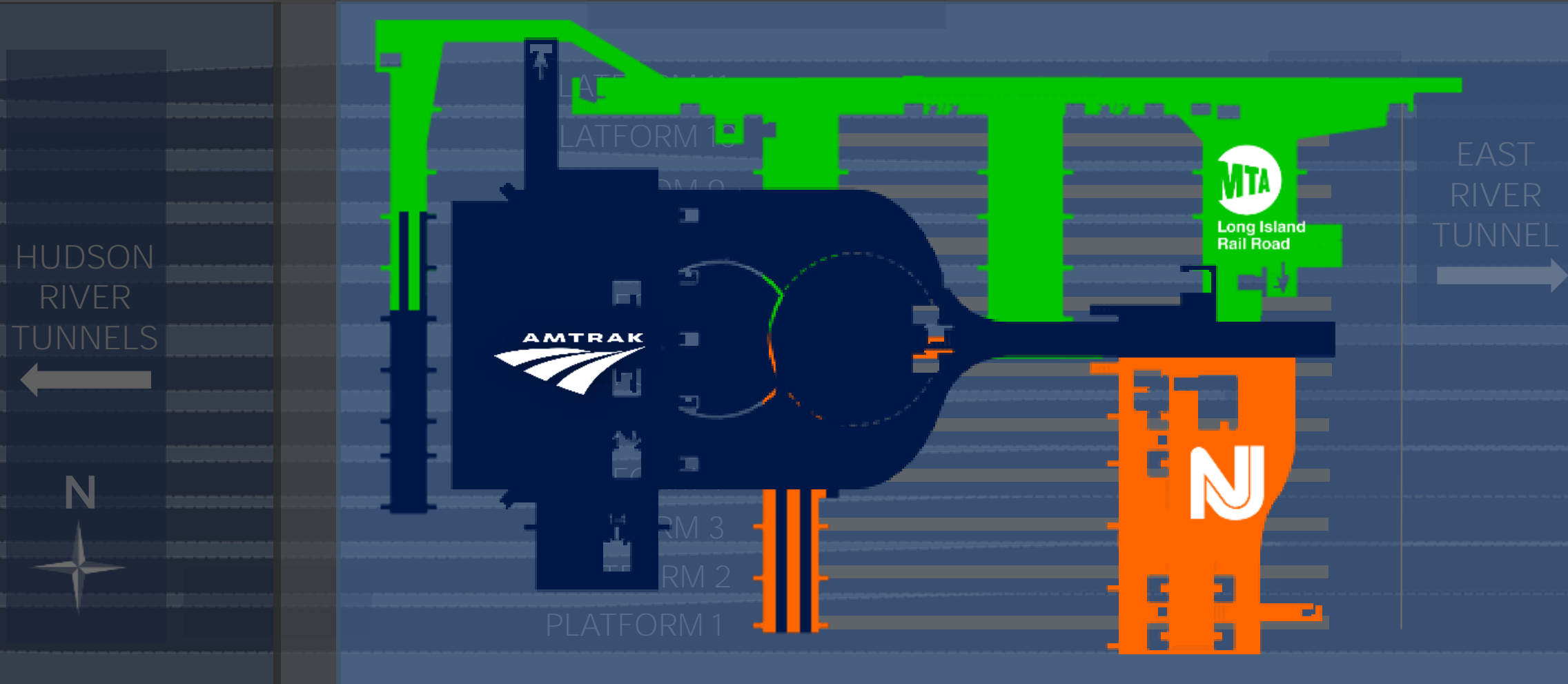
EAST
RIVER
TUNNEL



OVERHEAD VIEW: PENN STATION

← TO NJ / WESTSIDE RAIL YARD

TO QUEENS / LONG ISLAND →





During 50 years of
underinvestment by Amtrak,
Penn Station has been deteriorating.



I liken it to
the catacombs...

ROMAN COLISEUM

A photograph showing the interior of the Roman Colosseum's hypogeum. The scene is a narrow, dimly lit corridor with high, arched ceilings and rough, weathered stone walls. A series of arches recede into the distance, creating a sense of depth. Warm, yellowish light from small fixtures illuminates the space, highlighting the textures of the ancient masonry. The overall atmosphere is one of historical mystery and decay.

Old, scary and crumbling...

ROMAN COLISEUM

And crowded.





DAILY PASSENGERS	
JFK	
NEWARK	298,650
LGA	
<hr/>	
PENN	600,000

Each workday, 600,000 people travel through Penn Station –
double our international airports combined.

DAILY PASSENGERS

JFK

NEWARK

LGA

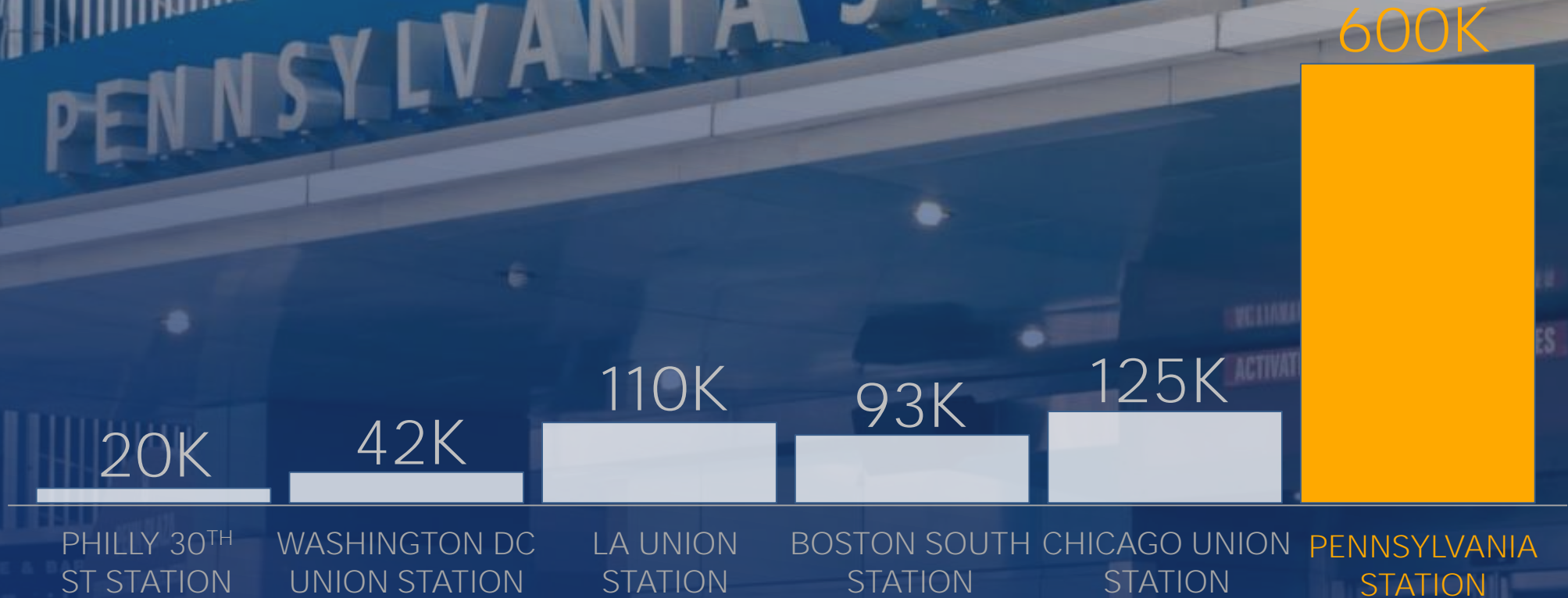
298,650

PENN

600,000

That's **triple** Penn's designed capacity...

DAILY RAIL HUB TRAFFIC ACROSS U.S.



And makes Penn Station the
busiest rail hub in the United States.



TODAY

Penn Station: Extreme discomfort meets catastrophic dysfunction

Recently, the intolerable conditions in the concourses and passenger facilities have been aggravated by severe mechanical and operating breakdowns.

MARCH 6



BROKEN SWITCH

An Amtrak switch malfunction
knocked out half of the LIRR track capacity during
the evening rush hour, causing hours of delays...

MARCH 24



DERAILMENT

An Amtrak train derailed and sideswiped
a NJ Transit train that disrupted not only
Amtrak and NJ Transit, but the LIRR too...

APRIL 3



ANOTHER DERAILMENT

A NJ Transit train derailed in Penn Station,
leading to widespread delays lasting an entire week...

APRIL 4



DISABLED TRAIN

A NJ Transit train broke down in a tunnel,
leading to long delays – only to be exacerbated
when Amtrak police deployed a Taser, causing panic...

APRIL 19



ELECTRICAL PROBLEMS

The Amtrak East River tunnels
faced electrical issues, cancelling LIRR
trains and it happened twice again that week...

MAY 3

PHOTO: NY DAILY NEWS



If that wasn't enough,
the heavens opened and it rained sewage
just feet away from the LIRR ticketing windows.



The breakdowns
are frustrating commuters
and causing “near riot” conditions.

This is not just disgraceful and frustrating...

This is not just disgraceful and frustrating...

IT'S DANGEROUS!



Amtrak: 6 Weeks of Disruptions for Penn Station Repairs

By Brian Thompson

Work scheduled between **July 7 and July 25 and again between Aug. 4 and Aug. 28 as causing "significant service impacts" and requiring service adjustments.**

Amtrak now says it will take
six weeks to make emergency improvements.



20%

REDUCTION
IN TRAINS

Amtrak's proposal would
reduce trains by about 20% beginning July 7.



If the 20% reduction takes six weeks, commuters will face a summer of hell.



Thousands of commuters would need to find alternative transportation routes, **crushing** an overburdened subway system and **clogging** roads and bridges.



We need to
immediately find creative alternatives

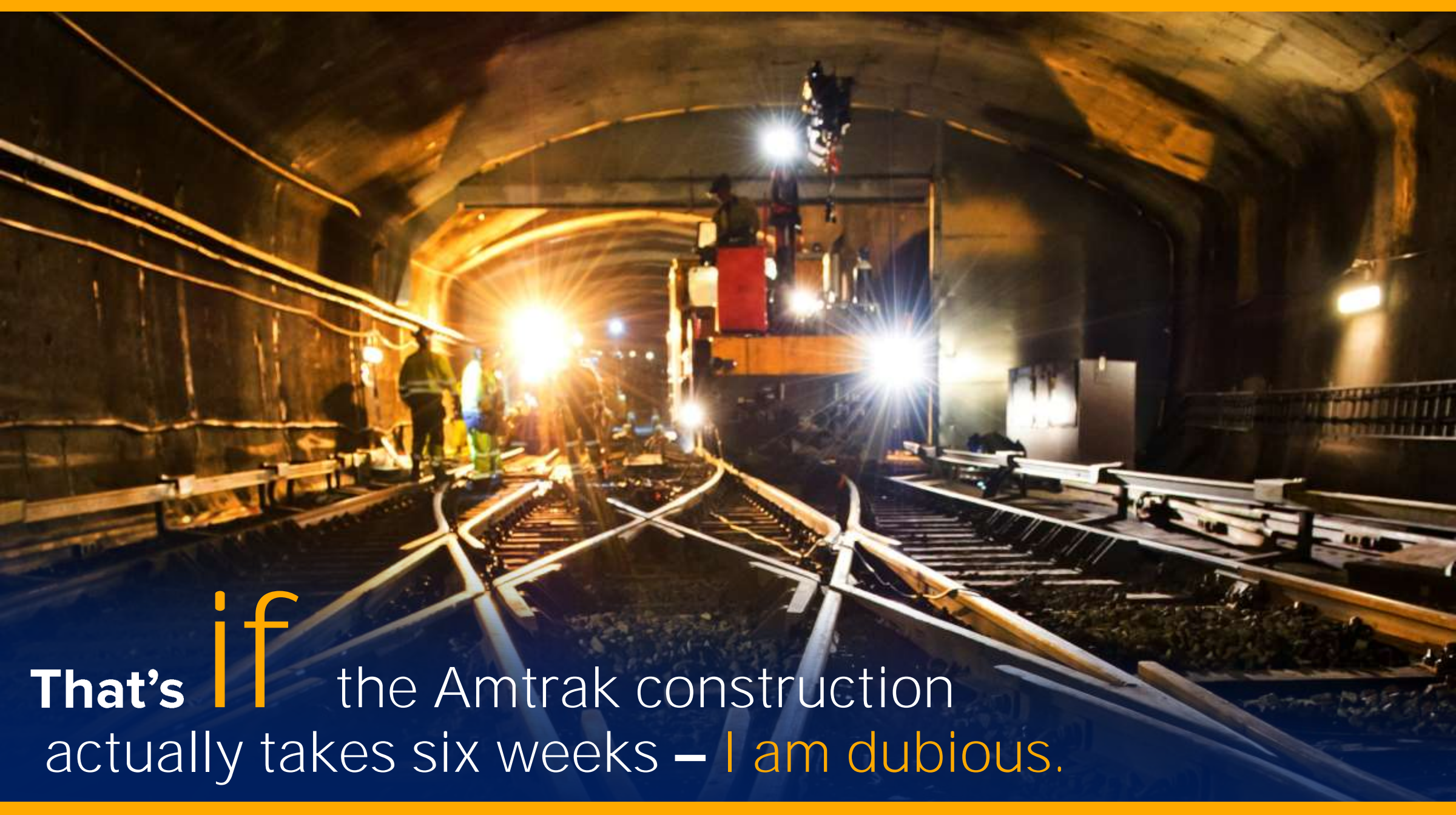
1. New park and ride facilities along the LIE with incentives like no tolls or HOV lane eligibility
2. Free private coach buses from Nassau and Suffolk
3. New HOV lane restrictions
4. High-speed LI ferries



This will require
regional coordination
as it overlaps multiple jurisdictions.



The last time we needed this level of coordination was after Hurricane Sandy.



That's **if** the Amtrak construction
actually takes six weeks – **I am dubious.**



If it **doesn't**, the pain is prolonged
and the “**short term**” is **much** longer.



I believe the issues we currently face
are only **a preview of what's to** come.

This is a
looming emergency.

July 7th is only 6 weeks away...

Even more.

This has exposed the deterioration
and fragility of our entire regional
transportation system.

Short term: We need major renovations, an organization to do them, a solution for the summer **and emergency repairs and...**

Long term: We need a
modernization of Penn and a new
model of operation and ownership.



Early this week in a letter to the President, I proposed two options.



OPTION 1

The Port Authority takes
over Penn Station.



Under this option, we would utilize a public-private sector partnership to manage the emergency repairs and operation of Penn Station.



We would also expand the project scope to deal with the overall network and transform Farley/Penn/Gateway into an international transit hub.



TRACKS

FARLEY BUILDING

RETAIL &
OFFICE
SPACE

MOYNIHAN
TRAIN
HALL

POST
OFFICE

MSG

NEW
PENN
STATION

+

GATEWAY
TUNNEL
NY - NJ



Visualization

TRACKS

FARLEY BUILDING

RETAIL &
OFFICE
SPACE

MOYNIHAN
TRAIN
HALL

POST
OFFICE

MSG

NEW
PENN
STATION

+

GATEWAY
TUNNEL
NY - NJ

State project
already underway



Visualization



State project
already underway

State project
already underway



Visualization



State project
already underway

State project
already underway

Federal/PANYNJ
agreement in place



Visualization



State project
already underway

State project
already underway

Federal/PANYNJ
agreement in place

Port Authority would undertake rest of Penn



President Trump has talked about
a trillion-dollar infrastructure investment program.

This is a great project for that federal
investment which would allow us to finance
and construct this project as a unified whole.



OPTION 2

Amtrak brings in a private
operator and contractor.



Most Amtrak terminals in the country are **not** currently operated by Amtrak, but rather by qualified operators.



I believe a private contractor with incentives would be faster than Amtrak and speed matters.



Today we offer a new proposal
for the President to consider.



OPTION 3

New York State takes over Penn Station and uses design-build authorization in combination with a public-private partnership to perform the emergency repairs and operate it.



But the State would also combine Penn with the Farley Train Hall development and its new LIRR concourse with the new Gateway Tunnel – creating one reimagined, unified transit hub.

FARLEY TRAIN HALL

An architectural rendering of the interior of the Farley Train Hall. The space is a large, multi-level atrium with a prominent, vaulted glass and steel roof structure. The ground floor is filled with people, suggesting a busy transit hub. Various signs are visible, including "AMTRAK", "LIRR", "AMTRAK TICKETING", "LIRR TICKETING", "LIRR INFORMATION", and "POLICE". There are also signs for "31ST ST" and "F32RD". The overall design is modern and spacious, with a focus on natural light from the large glass roof.

We are making aggressive efforts –
we are building Farley Train Hall, which will be a
beautiful entrance for the Long Island Rail **Road...**

LIRR CONCOURSE



And we will connect Farley to Penn
through the new LIRR Concourse –
a brighter, wider and taller facility.



But the real solution lays in
entirely rebuilding Penn Station,
which is at the heart of our system,
and building the new Gateway Tunnel.



Visualization



State project
already underway

State project
already underway

Federal/PANYNJ
agreement in place



Visualization



State project
already underway

State project
already underway

Federal/PANYNJ
agreement in place

State (ESD) undertakes rebuilding the remainder of Penn



I have talked to the State Legislative leaders. They are supportive and fully appreciate the need for action.



Senate Majority Leader
John Flanagan



Assembly Speaker
Carl Heastie



Senate IDC Leader
Jeff Klein

On Penn Station, I am assembling a **Task Force** to advise the MTA on working with the federal government to facilitate short-term and long-term resolutions of Penn, Gateway and Farley.

The Task Force members include:

- Congressman Peter King
- Congressman Jerrold Nadler
- Charlie Rangel, former Congressman
- Matt Driscoll, Commissioner, New York State Department of Transportation
- Kevin Law, President, Long Island Association
- Richard LeFrak, CEO, LeFrak
- Joe Lhota, Senior Vice President, Vice Dean, and Chief of Staff, NYU Langone Medical Center
- Steve Roth, Chairman and CEO, Vornado Realty Trust
- John Samuelson, President, TWU Local 100
- Carl Weisbrod, Senior Advisor, HR&A
- Tom Wright, President, Regional Plan Association
- New York City nominee
- Nassau County nominee
- Suffolk County nominee

First, the Task Force will
advise on short-term
measures to deal with the
summer crisis.

Second, the Task Force
will advise on long-term
solutions to create a
world-class transit hub.

We are asking the federal government to review the three options and work with us now.



This is not politics and it is not partisan –
we are working across the aisle.

Yesterday we sent a letter to the President
signed by 16 members of Congress.

Democrats and Republicans.

A photograph of a long row of classical columns in a hall, viewed from a low angle. The image is overlaid with a semi-transparent blue filter. The text "I am working with Governors and legislators throughout the Northeast." is written in white, sans-serif font across the middle of the image.

I am working with Governors and
legislators throughout the Northeast.

A photograph of a row of classical columns, likely from a government building, with a blue color overlay. The columns are arranged in a perspective that recedes into the distance. The text is centered over the image.

I am hopeful for a quick federal response, but we must be prepared for all contingencies.

Amtrak says emergency repairs are enough,
but providence and experience dictate we
recognize the reality and assume that the
station's dysfunction and added burden on
the MTA and other systems will continue for
the foreseeable future.

This is 50 years of a lack of
maintenance and repair coming home
to roost. I fear this is just the
beginning of the breakdowns at Penn.

The hard reality is that the MTA will
not be able to handle the additional
burden, stress, tsuris and agita.

A historical black and white photograph showing a group of about ten men working in a dark, rocky tunnel. They are wearing hard hats and work clothes. Some are standing near large mechanical drills or pumps, while others are in the foreground, some looking towards the camera. A single light source in the background illuminates the scene, casting long shadows. The tunnel walls are rough and uneven.

Subway construction
c. 1905

The MTA subway is a
113 year-old system...

THE NEW YORK DAILY NEWS 1981

DOOMSDAY EXPRESS

Our subways are going to hell

Three reporters spent four months investigating the conditions of the New York subway system. They toured the sprawling, 700-mile complex, including the yards, the control center and the maintenance shops, interviewing dozens of employees and supervisors along the way. This is the first in a series on what they found.

By BRIAN KATES, ARTHUR BROWNE
and BOB HERBERT

IF YOU RIDE the subways you know about long delays and doors that won't open, filthy cars and stations fouled with urine, garbage—even excrement. You know about graffiti and violent crime and nerve-shattering noises. You've been jostled and bruised on overcrowded trains and insulted by rude token clerks.

You know the subways are bad.

What you don't know is that they are worse than you've ever imagined. The situation has gone beyond mere discomfort and inconvenience. It has become a question—a very serious question—of safety. The subways are more dangerous now than at any time in their 75-year history.

They are, in fact, going to hell.

Every time you board one you're on the Doomsday Express.

An exhaustive Daily News investigation reveals that:

- Collisions and derailments are up nearly 100% in the past year. And they are causing injuries and even deaths. In one accident, 14 passengers were sent to the hospital when the wheel of a subway car broke

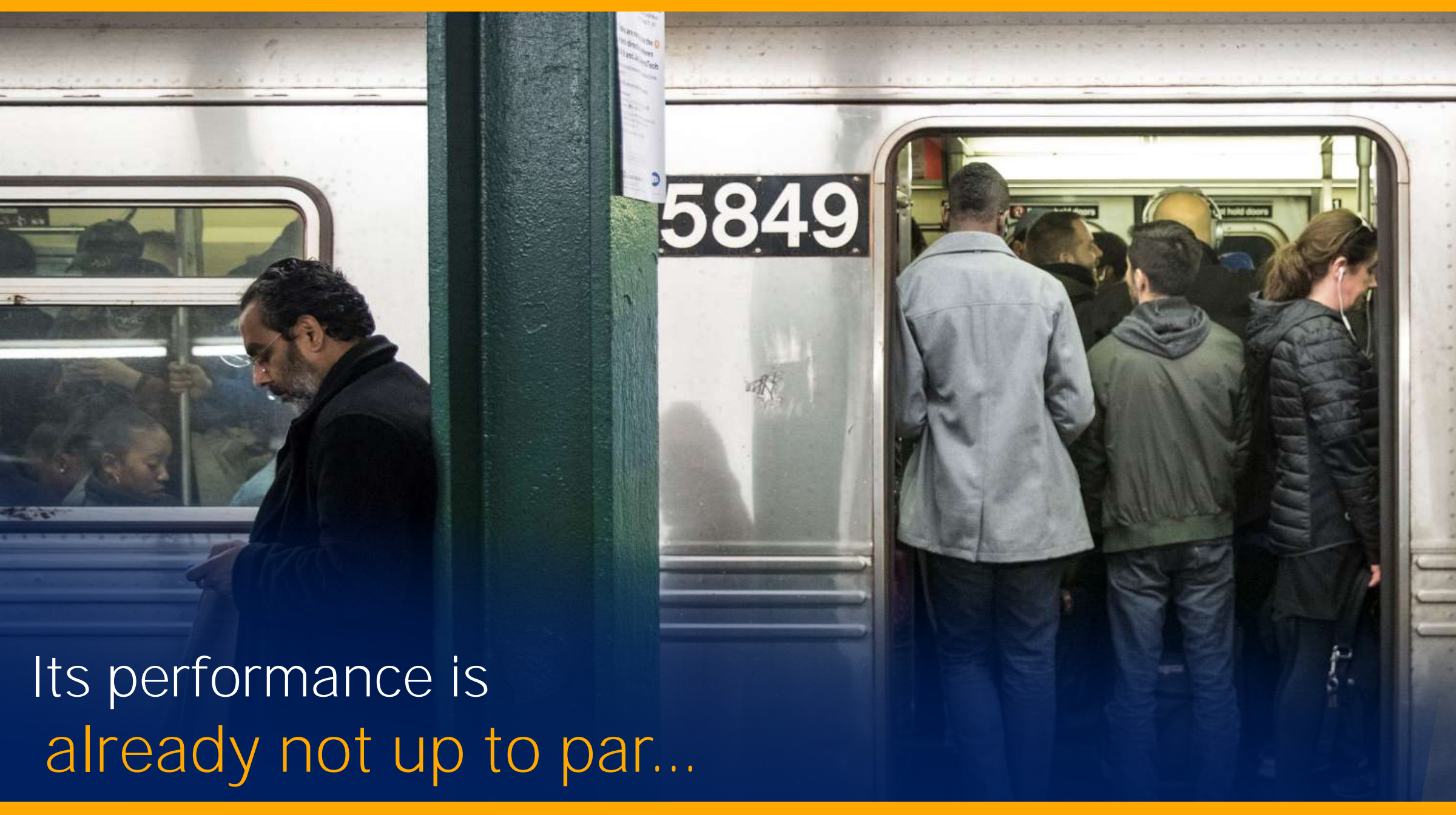


Victim is carried along tracks after July 4 crash in Brooklyn

CHARLES PRATT/DAILY NEWS

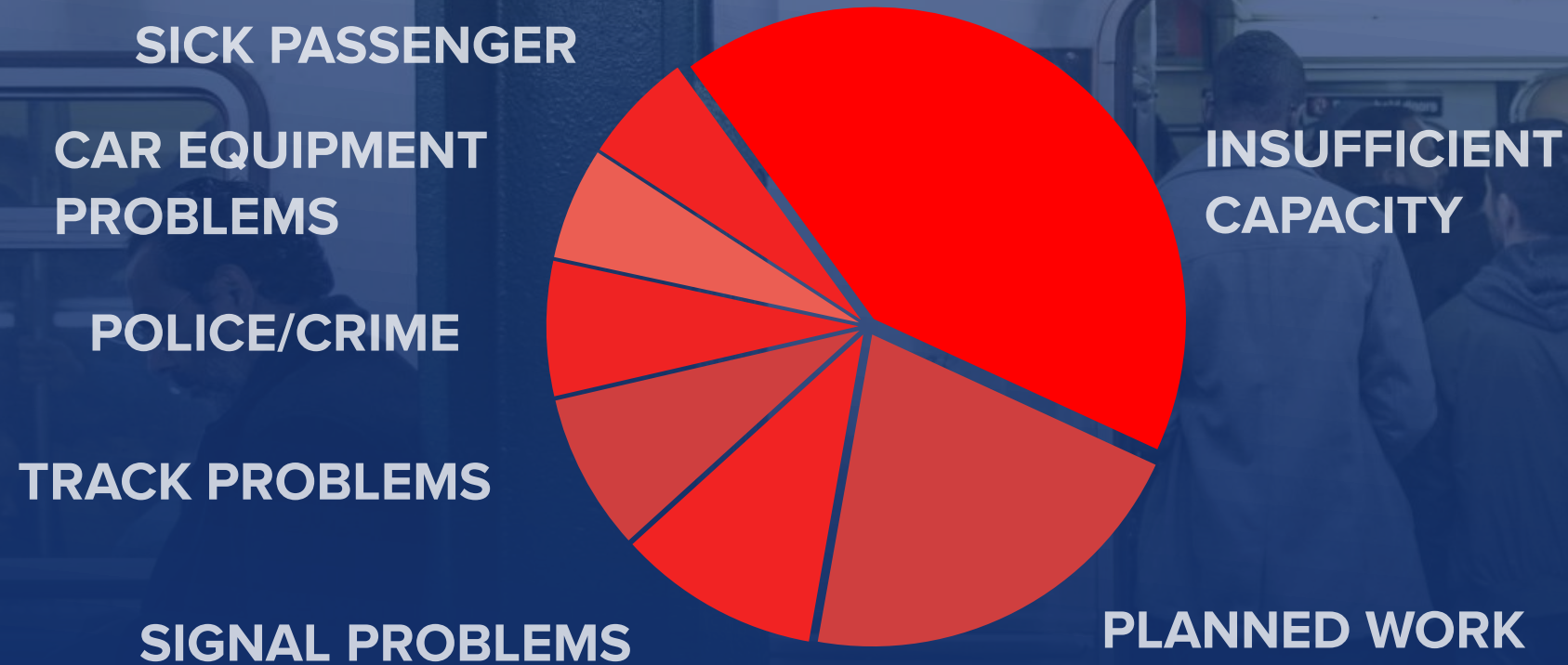
See SUBWAYS Page 62

And also overcapacity and
underfunded for the past 50 years.



Its performance is
already not up to par...

OUR MTA SUBWAY SYSTEM IS STRUGGLING



Subway delays have
jumped to 64,500 per month.



The MTA is already taking positive steps...

The MTA is implementing a 6-point **plan...**

MTA 6-POINT IMPROVEMENT PLAN

1. **Considering the MTA's leadership** structure
2. New subway cars and improved car maintenance procedures
3. Improving tracks and signals
4. Mitigating delays associated with sick passengers and law enforcement activity
5. Streamlining passenger loading and unloading in stations
6. Targeting system bottlenecks

A worker wearing a white hard hat and a high-visibility orange and yellow safety vest is standing in a dark subway tunnel. The worker is positioned in the center-left of the frame, looking towards the right. The tunnel walls are dark and textured, with some visible wiring and structural elements. The floor is also dark and appears to be made of concrete or a similar material. The overall lighting is dim, with some light reflecting off the worker's vest and the tunnel walls.

But that's not enough – especially considering the additional burden that Penn places on the subways.



The status quo is unacceptable and
standard industry solutions will not fix this problem.



This is a crisis situation and
calls for outside-the-box thinking.

3 DETERMINATIVE CHALLENGES FOR MTA SUBWAY



There are 3 main subway challenges
that need to be addressed
for better and **faster service...**



First challenge:
We need to run more trains
to increase the capacity of the system.



36% of all delays on the subway system are caused by **insufficient capacity** – leading to crowding and trains spending excess time in stations.



The number of subway trains the MTA can run is primarily dictated by the **signal system**. Much of it was installed prior to 1937, and roughly 30% was installed before 1965 and **hasn't been upgraded.**



The system relies on manually-controlled lights and switches – limiting the frequency of trains.



20%

MORE TRAINS

A new, more efficient signal system would
allow the MTA to run up to 20% more trains
by reducing the distance between the trains from
as much as 400 feet to as little as 10 feet.



Therefore, we need to design
a new navigational system for the subway's
665 miles of track with currently dated technology
that includes 1,600 switches and 13,000 signals.



Industry standards today suggest it takes **more than 5 years per line** to install state-of-the-art signals – a pace that would take 40 to 50 years to upgrade the whole system.

I will be dead in the next 40 years.



I understand the challenge,
but I reject that it is impossible.



If the technology exists for driverless cars, we **must** be able to find a better navigation system with a driver on a track.



Second challenge:

We need more and better subway cars, faster.



Each day the MTA operates 6,500 subway cars —
40% of which are over 30 years old.



The Capital Plan has money for new cars,
but even the **expedited** construction time
for a new train car is approximately **three years**.



This is three years too long.



We need a **reliable manufacturer** who will build cars faster or, as an alternative, because chassis, bodies and frames of old cars are sound **but the operating systems must be replaced...**



We need an **overhauling and refurbishing program** that modernizes HVAC, propulsion, communication, and navigational systems.



Third challenge:
We need to develop a
21st century transit system fit for New York.



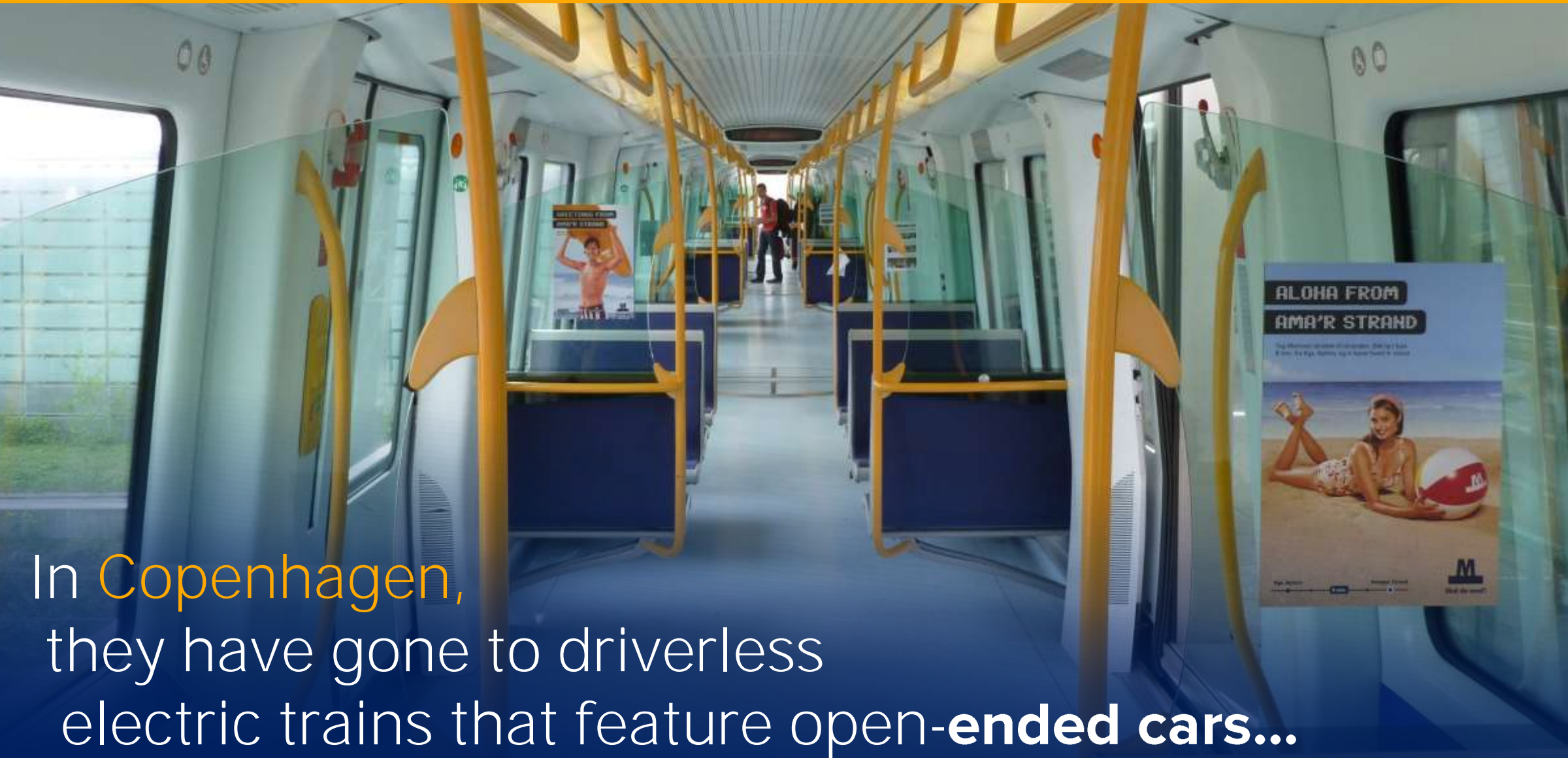
Systems around the world have more
creature comforts and reliability than the MTA...

STATE-OF-THE-ART SYSTEMS AROUND THE WORLD



In London,
passengers can use smartphones,
electronic cards and smart watches to pay their fare...

STATE-OF-THE-ART SYSTEMS AROUND THE WORLD



In **Copenhagen**,
they have gone to driverless
electric trains that feature open-**ended cars**...

STATE-OF-THE-ART SYSTEMS AROUND THE WORLD



And in **Hong Kong**,
every station features high-speed Wi-Fi.



We need to review best practices and best ideas
from across the world and bring them to New York...



More than any study –
we need the **best experts in the world**
working with the MTA to design a system that
meets the needs of the people of New York.

How do we get there?



I challenge the MTA to
initiate **an international competition** within 1 month
inviting participants from all over the world to address
the subway's 3 technology and design challenges.



As an incentive, the State
will provide a \$1 million “**Genius**” award
for the best ideas in each of the 3 categories.

And if the MTA can deploy the new technology and it requires additional Capital Plan funding, I will go to the Legislature and our local governments to fight for it.

I believe they will be receptive
because this is a **critical** situation
for the entire region.

IN SUM: OUR 3-PART AGENDA

1. Execute a real plan for the Penn Station summer crisis: emergency repairs and alternative transportation means
2. Create a 21st century transit hub: Penn Station, Farley and Gateway Tunnel
3. The MTA must develop an accelerated plan to modernize the subway system
and handle Penn's effect

An aerial photograph of the New York City skyline, featuring the Freedom Tower and other skyscrapers, with a blue overlay and orange text.

We have 6 weeks to prepare
for a potential crisis.

An aerial photograph of Lower Manhattan, New York City, featuring the Freedom Tower and other skyscrapers. The image is overlaid with a semi-transparent blue filter. It is framed by a thin orange line at the top and a thicker orange bar at the bottom.

Our obligation is to
provide the leadership.



EXCELSIOR

Uptown to 96 Street
Downtown to Brooklyn

Boarding Area

Boarding Area

Second Avenue Subway
OPENED ON TIME





Queens Midtown Tunnel

NEW BLUE, GOLD & WHITE TILING WITH LED LIGHTING





Brooklyn Battery Tunnel

HUGH L. CAREY TUNNEL - MTA CROSSING





Cashless Tolling

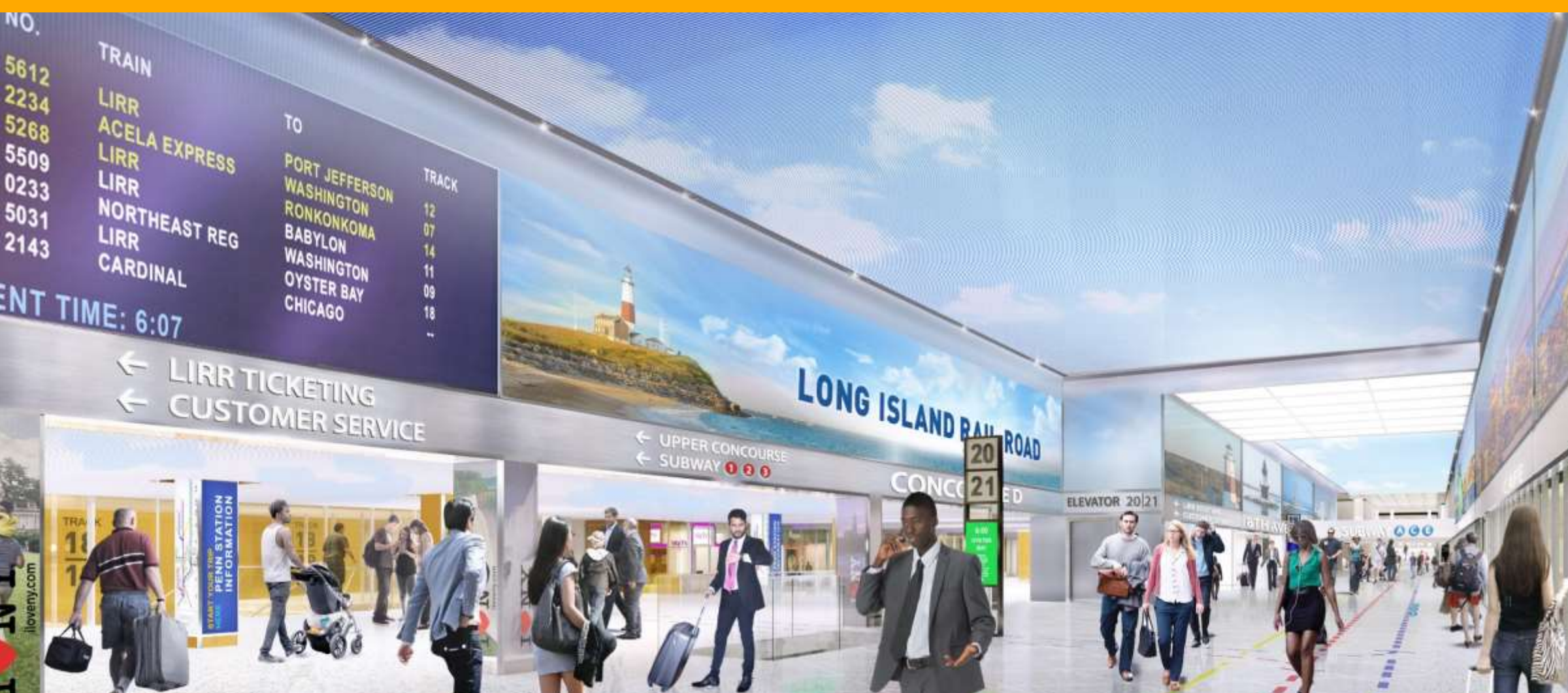
WITH ENHANCED SECURITY AT OUR CROSSINGS



New Penn Station-Farley Complex

STATE-OF-THE-ART TRAIN HUB





New LIRR Concourse

BRIGHTER & WIDER PLATFORM ACCESS

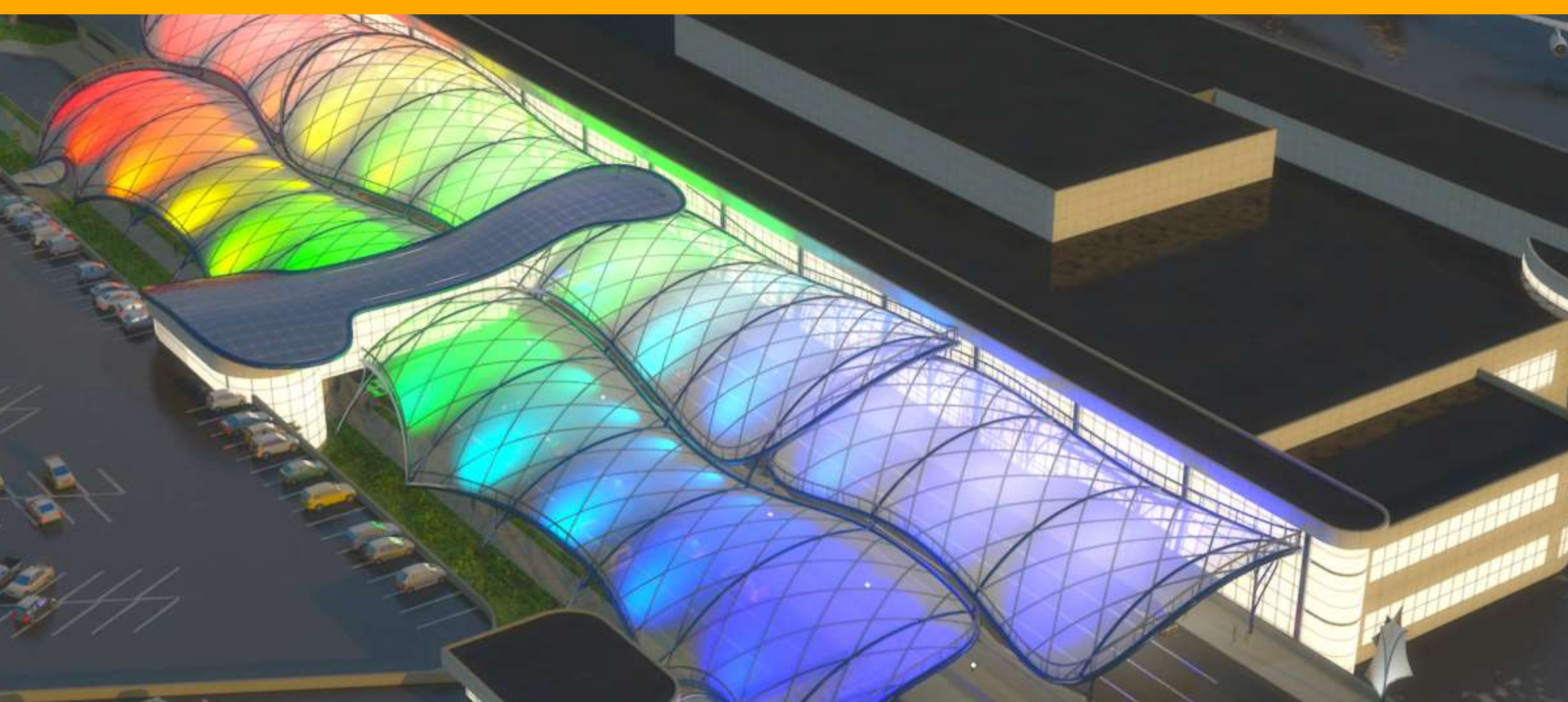




New Hancock Int'l Airport

NEW FRONT DOOR TO CENTRAL NEW YORK





New Greater Rochester Int'l Airport

STATE-OF-THE-ART TRANSIT HUB





New JFK Int'l Airport

\$10 BILLION DEVELOPMENT PLAN





New Airport at LaGuardia

UNDER CONSTRUCTION





Albany Capitol Center

\$78.5 MILLION STATE-OF-THE-ART FACILITY





Javits Convention Center

1.5 MILLION SQUARE FOOT EXPANSION





Kosciuszko Bridge

DONE



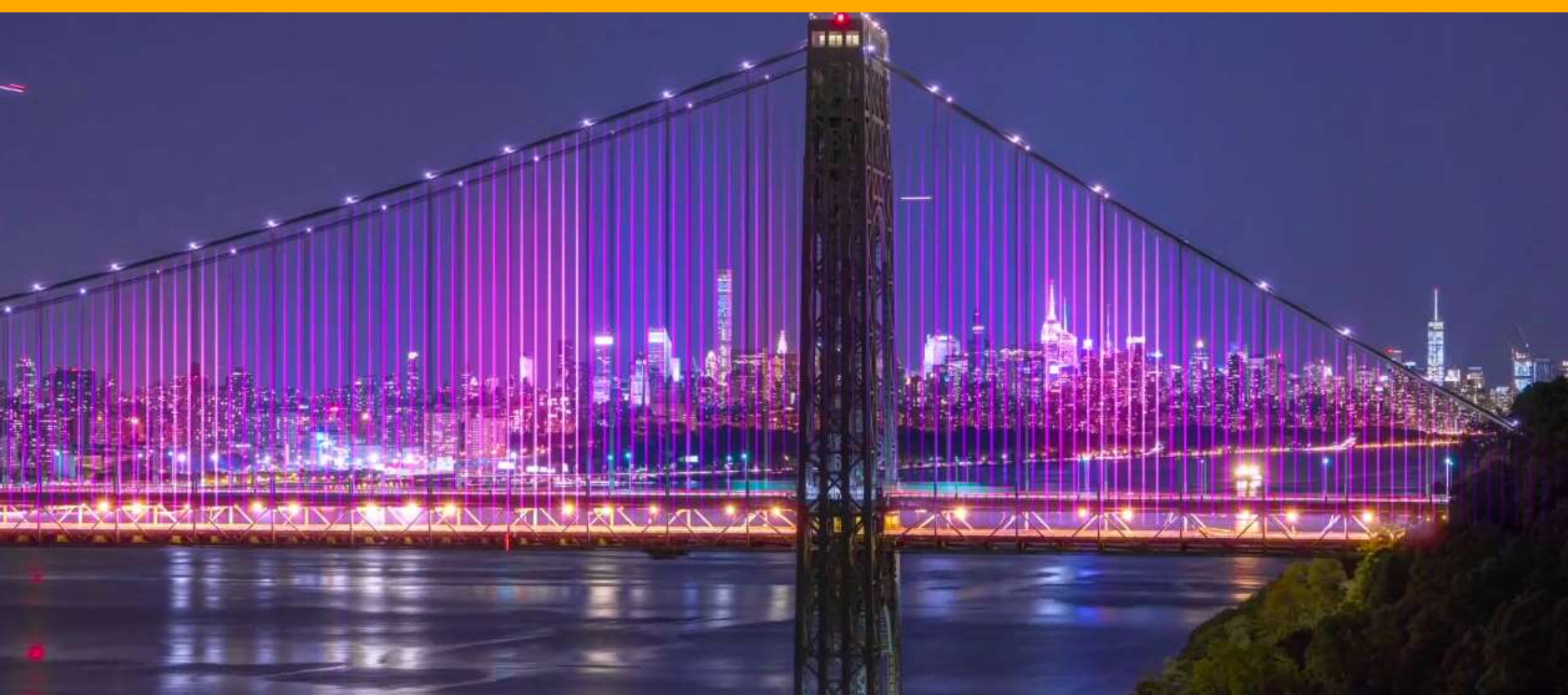
LARGEST HIGHWAY INFRASTRUCTURE PROJECT IN NATION



New Tappan Zee Bridge

ON TIME • ON BUDGET • OPENS NEXT YEAR

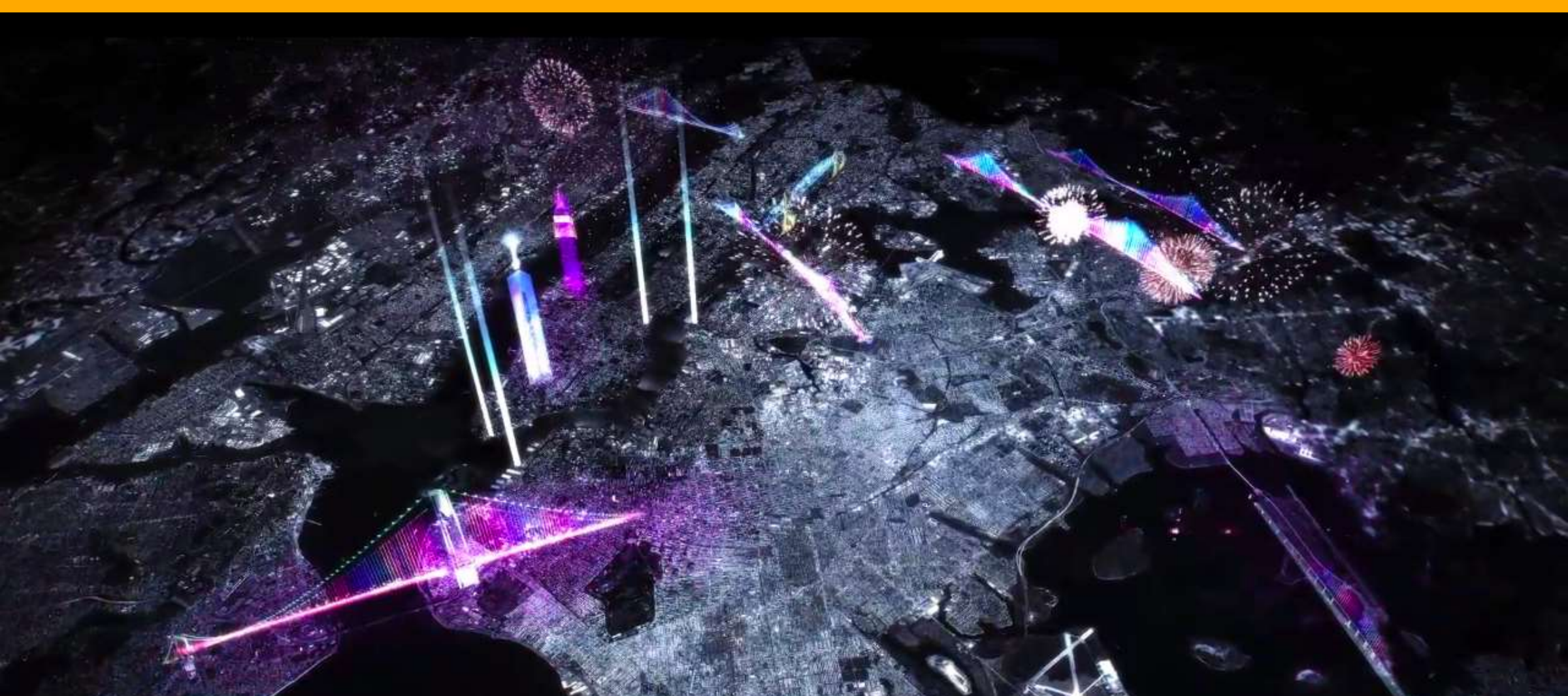




Harbor of Lights

ON NEW YORK'S CROSSINGS





Harbor of Lights

ON NEW YORK'S CROSSINGS







